

The effect of perceived organizational support and organizational commitment on turnover intention: Mediated by job satisfaction

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ABSTRACT

Turnover intention is a serious challenge for companies to maintain quality human resources to help the company continue to achieve its goals. In analyzing turnover intention behavior, researchers formulate factors that include perceived organizational support, organizational commitment, and job satisfaction. This study uses the role of job satisfaction as a mediator to analyze the effect between perceived organizational support and organizational commitment on employee turnover intention. This study uses a quantitative approach and stratified random sample technique, the sample amounted to 165 employees of Narendra Dewa Yoga Company in Bengkulu City. Using Smart PLS version 4 software, the structural equation modeling partial least square technique was used to analyze the data. The findings state that perceived organizational support, organizational commitment, and job satisfaction negatively and significantly affect turnover intention. Perceived organizational support and organizational commitment positively and significantly affect job satisfaction. Job satisfaction can mediate the effect of perceived organizational support and organizational commitment on turnover intention. Therefore, companies can improve their practices by paying more attention to employees through programs that support employee welfare, recognition, and contribution. The company also needs to consider aspects that can enhance employee job satisfaction and create a more harmonious work atmosphere to foster employee loyalty and prevent turnover.

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1. Introduction

Human resources are an important component of an organization, a driving force, and support for achieving the company's vision, purpose, and objectives (Merdiana & Gumelar, 2021). The significance of human resource functions makes organizations competitive and

selective in obtaining quality human resources according to organizational needs. Apart from competing to obtain quality human resources, organizations should also anticipate that their employees will not leave the organization or move to similar organizations.

The stability of a company and organization is also reflected in the level of turnover intentions. Employee turnover is sometimes necessary, such as when there is a decrease in employee productivity. If human resources are not appropriately managed, such as the absence of organizational support for employee justice in the workplace, superior support for subordinates, and support for employee welfare. In this case, human resources feel dissatisfied with work, salary, or other supporting facilities (Putri & Anisa, 2022). When employees do not receive what they expect, it may trigger their intention to leave the organization.

Turnover intention is the propensity of an employee's intention to think about leaving the organization, look for alternative jobs outside the organization, and choose to leave the organization (Han et al., 2019). Therefore, turnover intention has become a serious problem and challenge for organizations to maintain quality human resources for organizational sustainability (Zhang et al., 2024). High turnover intention negatively impacts organizational productivity because employees intending to leave tend to experience a decline in performance before leaving the organization. In addition to reducing productivity, turnover intention also affects the commitment of other employees. When an individual has the intention to leave, it can cause psychological instability in the team and trigger the potential for other employees to leave the organization (Cohen et al., 2016).

Based on research by Asghar et al. (2021), several factors can trigger turnover intention behavior, including perceived organizational support. Employees' inclination to leave the company may grow if they sense a lack of organizational support. Therefore, the backing of justice, superiors, and welfare that employees feel can affect their intention to leave the organization. Organizational commitment is another element that can influence turnover intention; workers who are not emotionally invested in the company are more likely to leave (Özkan, 2023). Apart from organizational commitment, Kim et al. (2024) stated that employees with lower levels of job satisfaction with superiors, jobs, salaries, promotions, and coworkers have a greater intention to leave the organization.

In this study, job satisfaction plays a role in mediating turnover intention with the influence of perceived organizational support and organizational commitment. Job satisfaction is expected to explain how the influence on turnover intention is measured through perceived organizational support and organizational commitment. Employees who perceive organizational support in terms of fairness, support from superiors, and welfare support may experience high turnover intention (Madden et al., 2015). Furthermore, an organizational commitment that employees have both in terms of affective commitment because they feel emotionally bound, normative commitment to fulfil moral obligations, and continued commitment by considering the impact that will occur in the future can influence employees to have turnover intention (Ausar et al., 2016). In the service sector, turnover intention can occur due to monotonous work routines and limited opportunities for promotion and salary increases (Xu et al., 2022). Therefore, companies need to evaluate strategies to overcome turnover intention, especially for qualified and competent employees, by increasing programs that provide recognition and appreciation for the contributions that have been made, both in terms of the support provided by the organization in supporting employees in the workplace and through rewards and facilities.

Narendra Dewa Yoga Company was chosen as the research object because it plays an important role in providing security and cleaning services to workers in Bengkulu City. Based on the results of observations, information was obtained that the phenomenon that occurred

was that 33 out of 304 employees chose to stop working because of resigning to work for other organizations and did not continue the contract in 2023-2024. Interesting issues include employee turnover intention related to perceived organizational support, organizational commitment, and employees' job satisfaction towards work, salary, and development opportunities. Based on the information obtained, this is why researchers are interested in analyzing whether there is an influence between perceived organizational support, organizational commitment, and job satisfaction on employee turnover intention.

The difference in findings is shown by Park et al. (2016), who state that negative and significant turnover intention is influenced by perceived organizational support. However, Herianto and Yanuar (2021) showed that perceived organizational support cannot significantly influence turnover intention. The difference in findings is also found in the research of Kim et al. (2016), who showed that turnover intention is significant and can be negatively influenced by organizational commitment. Meanwhile, the research results by Neli et al. (2021) show that organizational commitment does not affect turnover intention. The difference from previous research lies in the structure of the variable used. Previous research used the mediating role of positive relationships at work (Madden et al., 2015) and job variety (Jolly et al., 2021) to analyze turnover intention through the influence of perceived organizational support, whereas this study used the role of job satisfaction. In terms of objects, research has been conducted on tourism sector workers (Luz et al., 2018), hospital employees (Hashish, 2017), and university employees (Azeez et al., 2016), while this study examines outsourcing service companies providing security and cleaning services in Bengkulu City.

This study aims to determine whether factors such as employee perceptions of organizational support, employee commitment, and satisfaction with work and organization can influence employees' intention to move. This research is expected to help organizations and companies increase employee satisfaction with work and organization, increase employee commitment, and assess how the impact of organizational support can affect human resource management practices in managing turnover intention behavior.

2. Literatur Review and Hypothesis Development

2.1. Literatur Review

2.1.1 Perceived Organizational Support

Kurtessis et al. (2017) state that the support provided by the organization is an effort to care for the organization and appreciate employees for the contributions that have been made through support for justice, support from superiors, and support for employee welfare. Perceptions of organizational support reflect individual behavior within the organization and explain how it supports employee welfare and its impact on employee attitudes and behaviors toward work and the organization (Maan et al., 2020). Employees' level of trust in perceived organizational support is formed from observations of the organization's treatment of its employees, and high perceived organizational support can encourage employees to take greater responsibility and contribute optimally to the organization (Andrade & Neves, 2022).

2.1.2. Organizational Commitment

Individual emotional attachment, intense loyalty, and moral obligation to help an organization achieve its goals are considered organizational commitments (Agegnehu et al., 2022). Organizational commitment is divided into three dimensions: Emotional attachment, moral obligation, and organizational sustainability (Kim et al., 2016). Employee belief in an organization's ideals to achieve its goals is another way to define

employee commitment, and emotional bonds between employees and organizations result in mutually beneficial interactions between employees and organizations (Choudhary & Saini, 2021).

2.1.3. Job Satisfaction

Rawashdeh and Tamimi (2020) found that employee satisfaction with work and organization is a condition of positive emotions resulting from valuations based on salary, promotion, supervisor, work, and coworkers. According to Kim et al. (2024), employees have a high tendency to think about leaving an organization due to job dissatisfaction. Conversely, Kumar et al. (2018) state that employees who feel highly satisfied with their work will try to complete work to the maximum to achieve organizational targets and goals together. This positive reciprocal relationship is in line with social exchange theories; when individuals receive support from the organization, they tend to make a more significant contribution (Cropanzano et al., 2017).

2.1.4. Turnover Intention

Turnover intention is the propensity of individuals to leave their organization through complex cognitive and psychological processes, including thinking about the intention to leave, searching for other job alternatives, and the desire to stop (Singh et al., 2024). In Le et al. (2023) study, turnover intention was identified as a condition in which individuals withdraw from the organization, causing turnover. Therefore, according to Pinnington et al. (2024), there are factors that cause employees to think about leaving their organization, including the support that employees feel at work. Wang et al. (2020) show that low organizational support felt by employees can lead to an intention to leave employees. In addition, according to Azeez et al. (2016), employees with low organizational commitment tend to make smaller contributions to the organization because they feel emotionally unattached to it. Another factor is job satisfaction; employees' increasing desire to leave the organization can be caused by low satisfaction with the work being undertaken (Zhang et al., 2024).

2.2. Hypothesis Development

2.2.1. Negative Effect of Perceived Organizational Support on Turnover Intention

Perceived organizational support is the extent to which employees believe that the organization values their contributions and cares about their well-being (Akgunduz & Sanli, 2017). Based on social exchange theory, it is argued that the social exchange relationship results from an exchange relationship between employees and the (Cropanzano et al., 2017). Therefore, low perceived organizational support felt by employees can affect employees' desire to find alternative jobs and start thinking about leaving the organization. Based on this, organizations must improve practices that address turnover intention through employee justice support programs, supervisor support for subordinates, and employee welfare support (Jolly et al., 2021). When employees feel high organizational support, including recognition and fair treatment of their welfare, this can lower their tendency to leave the organization (Madden et al., 2015). This is consistent with the research of Tetteh et al. (2020) and Satardien et al. (2019), who found that turnover intention can be negatively influenced by perceived organizational support.

H₁: Perceived Organizational Support Has a Negative Effect on Turnover Intention

2.2.2. Negative Effect of Organizational Commitment on Turnover Intention

Organizational commitment reflects the degree to which employees feel emotionally bound, desire to stay at work, and strive to achieve organizational objectives (Luz et al., 2018). Suppose the employees' organizational commitment is low. In this case, it can cause a high possibility for employees to think about leaving their organization, look for alternative jobs outside the organization, and stop working for the organization (Ausar et al., 2016). Alkhateri et al. (2018) show that employees with a low degree of organizational commitment, which is shown through disloyalty to the organization and not caring about the future of the organization, tend to have a high turnover intention. Previous studies have shown that organizational commitment significantly influences and negatively affects turnover intention (Labrague et al., 2018).

H₂: Organizational Commitment Has a Negative Effect on Turnover Intention

2.2.3. Positive Effect of Perceived Organizational Support on Job Satisfaction

Perceived organizational support indicates employees' perceptions of how the organization recognizes and values their work contributions. Research Maan et al. (2020) shows that job satisfaction can increase along with high organizational support felt by employees. The concept of exchange in an organization states that the relationship between employees and the organization is an exchange process involving rewards and obligations, meaning that employees are more satisfied with their work when they feel the organization supports them through recognition of work contributions, growth opportunities, and guaranteed welfare (Thevanes & Saranraj, 2018). The findings state that the higher the organizational support felt by employees, the higher their job satisfaction obtained by employees (Liu et al., 2018).

H₃: Perceived Organizational Support Has a Positive Effect on Job Satisfaction

2.2.4. Positive Effect of Organizational Commitment on Job Satisfaction

Employees' emotional attachment to the company and their moral duty to remain employed is known as organizational (Kim et al., 2016). Čulibrk et al. (2018) showed that organizational commitment positively and significantly influences job satisfaction. Workers with a strong sense of belonging and commitment to the company experience higher job satisfaction because they believe that the company values and recognizes them. According to Yousef (2017), workers who receive encouragement and recognition from their superiors will return the favor by becoming more satisfied with their work, fostering a win-win situation for both parties. According to Jawaad et al. (2019), organizational commitment can positively and significantly affect job satisfaction.

H₄: Organizational Commitment Has a Positive Effect on Job Satisfaction

2.2.5. Negative Effect of Job Satisfaction on Turnover Intention

Job satisfaction describes employees' positive feelings towards work, superiors, coworkers, salary, and development (Lu et al., 2017). Job satisfaction enhances employee loyalty and lessens employees' tendency to think about leaving and stop working for the organization (Maan et al., 2020). Employees who feel job satisfaction tend to be more committed to the organization and do not think about leaving it (Matsumoto et al., 2024). Puhakka et al. (2021) show that high job satisfaction can be one of the reasons why employees choose to stay with the organization and reduce the tendency of intention to leave.

H₅: Job Satisfaction Has a Negative Effect on Turnover Intention

2.2.6. The Mediating Role of Job Satisfaction on The Effect of Perceived Organizational Support on Turnover Intention

Job satisfaction is an important factor that can affect perceived organizational support in reducing turnover intention. Organizational support that employees can feel initiates employees to feel job satisfaction; therefore, when employee satisfaction with work and the organization is high, this can be a reason for employees to choose to stay and work for the organization (Li et al., 2020). Perceived high organizational support is one of the keys to retaining quality employees, and high job satisfaction can reduce employee turnover rates in organizations (Paul & Hung, 2018). Research conducted by Albalawi et al. (2019) shows that organizations that implement practices by providing justice support to all employees in the workplace and paying attention to the welfare of their employees to increase job satisfaction can reduce the tendency of employees to think about the intention to leave the organization.

H₆: Job Satisfaction Mediates the Effect of Perceived Organizational Support on Turnover Intention

2.2.7. The Mediating Role of Job Satisfaction on The Effect of Organizational Commitment on Turnover Intention

According to Tarigan and Ariani (2015), employees' intention to think about leaving the organization can be negatively and significantly influenced by organizational commitment. High job satisfaction can reduce the inclination of an employee to think about leaving the organization, looking for other job alternatives outside the organization, and quitting their job (Chan & Ao, 2019). Job satisfaction can increase employees' commitment and loyalty to the organization and significantly affect turnover intention (Lu et al., 2017). There is a relationship between job satisfaction and turnover intention; employees who have high job satisfaction tend to have high loyalty and a lower tendency to leave the organization (De Simone et al., 2018). Alkhateri et al. (2018) also emphasized that organizations need to increase employee job satisfaction to strengthen organizational commitment, which can ultimately decrease turnover intention.

H₇: Job Satisfaction Mediates the Effect of Organizational Commitment on Turnover Intention

2.3. Research Framework

This study uses job satisfaction as a mediator to explain how perceived organizational support and organizational commitment affect turnover intention, as illustrated in Figure 1. Perceived organizational support and organizational commitment partially have positive effects on job satisfaction and turnover intention.

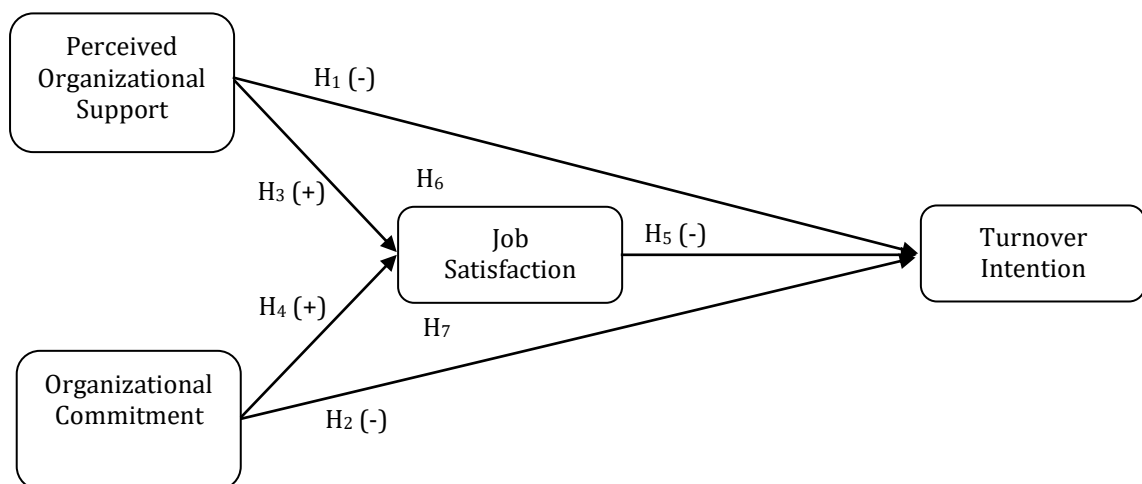


Figure 1. Research Framework

3. Research Method

3.1. Population and Sampling Method

This study uses a quantitative approach to analyze whether there is an effect between the variables of perceived organizational support, organizational commitment, job satisfaction, and turnover intention. Primary data were obtained directly from the object of research by distributing questionnaires online using Google Forms, which were given to respondents and contained questions or statements using Likert scale measurements. The population in this study comprised all contract employees of the Narendra Dewa Yoga Company in Bengkulu City, totaling 304 employees, consisting of 216 employees in the security profession and 88 employees in the cleaning service profession. Furthermore, this study uses stratified random sampling techniques by calculating the number of samples determined through the number of indicators multiplied by five (Hair et al., 2019). The indicators totaled 33 items, which meant that the total sample size in this study was 165 respondents.

3.2. Data Collecting Method

This study adopted and adapted variable indicator measurements based on those used in previous studies. The variable of perceived organizational support (POS) is measured through eight questions taken from research conducted by Eisenberger et al. (2002). The organizational commitment (OC) variable was measured using nine questions taken from Schwepker (2001). The job satisfaction (JS) variable was measured using 10 questions taken from Noblet and Rodwell (2009). Turnover intention (TI) was measured using six questions adapted from Wayne et al. (1997) and Dysvik and Kuvaas (2013). The questionnaire was measured using a Likert scale based on weighted scores from (1) strongly disagree to (5) strongly agree.

3.3. Data Analysis Method

The data analysis method uses statistical methods to test the research assumptions with the assistance of Smart PLS version 4.0. It conducts a validity test where the research instrument is said to be valid when the value on the outer loadings of the indicator is > 0.7 , the reliability test is said to be reliable when the Cronbach's alpha and composite reliability values are > 0.7 , and hypothesis testing is done by determining the T statistics value > 1.96 and p-value < 0.05 (Hair et al., 2020). The tests were conducted to determine

whether there was a direct influence between the independent variable on the dependent, independent to mediation, mediation to the dependent, and the influence of the independent variable on the dependent through mediation.

4. Results and Discussion

4.1. Characteristics of Respondents

Table 1 shows that most participants in the study were male (75.2%), with jobs that required more outdoor activities and high physical strength; therefore, men dominated the work. Based on age, this study was dominated by the age group of 20-30 years (57.6%). Therefore, some employees already have work experience and are at a productive age when carrying out work. The research participants were unmarried (70.9%), had completed high school or equivalent (95.2%), and had a working period of the research respondents was in the range 2-5 years (49.1%).

Table 1. Result of Demographic Profile of Respondents

Demography	Category	Frequency	Percentage
Gender	Male	124	75.2 %
	Female	41	24.8 %
Age	20 - 30 years old	95	57.6 %
	31 - 40 years old	57	34.5 %
	> 40 years old	13	7.9 %
Marital status	Unmarried	117	70.9 %
	Married	48	29.1 %
Education	High School/equivalent	157	95.2 %
	Diploma/equivalent	7	4.2 %
	Bachelor/equivalent	1	0.6 %
Job profession	Security Guard	117	70.9 %
	Cleaning Service	48	29.1 %
Length of working	1< year	56	33.9 %
	2-5 year	81	49.1 %
	6-10 year	21	12.7 %
	>10 year	7	4.2 %

Source: Primary Data Processed (2025)

4.2. Validity Test

Figure 2 illustrates the proposed research model. This model shows the relationship between turnover intention influenced by perceived organizational support and organizational, with the mediating role of job satisfaction.

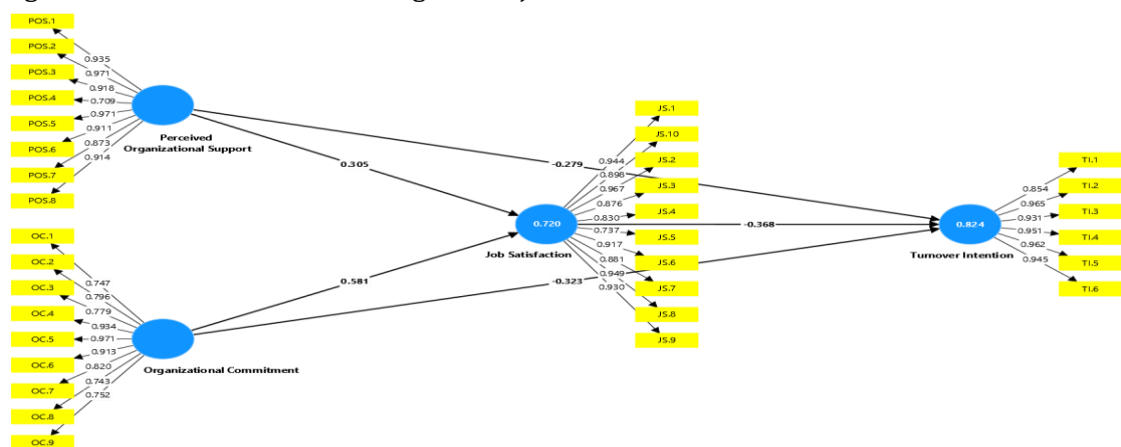


Figure 2. Measurement Model

The results in Table 2 show that the outer loadings on each questionnaire item were > 0.7. This means that all 33 indicators met the standard criteria for outer loadings > 0.7 to declare the indicator items valid. Table 2 presents the validity test results.

Table 2. Validity Test Result

Indicator	Job Satisfaction	Organizational Commitment	Perceived Organizational Support	Turnover Intention
JS 1	0.944			
JS 2	0.967			
JS 3	0.876			
JS 4	0.830			
JS 5	0.737			
JS 6	0.917			
JS 7	0.881			
JS 8	0.949			
JS 9	0.930			
JS 10	0.898			
OC 1		0.747		
OC 2		0.796		
OC 3		0.779		
OC 4		0.934		
OC 5		0.971		
OC 6		0.913		
OC 7		0.820		
OC 8		0.743		
OC 9		0.752		
POS 1			0.935	
POS 2			0.971	
POS 3			0.918	
POS 4			0.709	
POS 5			0.971	
POS 6			0.911	
POS 7			0.873	
POS 8			0.914	
TI 1				0.854
TI 2				0.965
TI 3				0.931
TI 4				0.951
TI 5				0.962
TI 6				0.945

Source: Primary Data Processed (2025)

4.3. Reliability Test

Table 3 shows the reliability test results; the instrument tool on the four variables shows that the measurement instrument for each variable has a Cronbach's alpha value > 0.7 and composite reliability > 0.7.

Table 3. Reliability Test Results

Variable	Cronbach's Alpha	Composite Reliability
Job Satisfaction	0.972	0.975
Organizational Commitment	0.944	0.957
Perceived Organizational Support	0.967	0.977
Turnover Intention	0.971	0.972

Source: Primary Data Processed (2025)

4.4. Hypothesis Test

Table 4 displays the results of the hypothesis testing. The findings from hypothesis testing revealed that perceived organizational support, organizational commitment, and job satisfaction had a negative and significant influence on turnover intention. Perceived organizational support and commitment positively and significantly influenced job satisfaction. Job satisfaction can mediate the relationship of perceived organizational support and turnover intention. Job satisfaction can mediate the influence of organizational commitment on turnover intentions.

Table 4. Hypothesis Test Result

Hypothesis	Original Sample (O)	Sample Mean (M)	T Statistics (O/STDEV)	P Value
Perceived Organizational Support → Turnover Intention	-0.279	-0.284	3.151	0.001
Organizational Commitment → Turnover Intention	-0.323	-0.317	3.556	0.000
Perceived Organizational Support → Job Satisfaction	0.305	0.304	2.431	0.008
Organizational Commitment → Job Satisfaction	0.581	0.582	5.574	0.000
Job Satisfaction → Turnover Intention	-0.368	-0.371	3.194	0.001
Perceived Organizational Support → Job Satisfaction → Turnover Intention	-0.112	-0.110	1.923	0.027
Organizational Commitment → Job Satisfaction → Turnover Intention	-0.214	-0.218	2.533	0.006

Source: Primary Data Processed (2025)

4.5. Discussion

4.4.1. The Effect of Perceived Organizational Support on Turnover Intention

The first hypothesis shows that perceived organizational support has a negative and significant effect on turnover intention. Turnover intention is the tendency of individuals to think about leaving their organization, find alternative jobs outside the organization, and choose to stop working (Pinnington et al., 2024). Perceived organizational support is the support employees feel when the organization appreciates their contributions to work and is concerned about employee welfare (Kurtessis et al., 2017). When individuals and organizations have a positive and mutually beneficial exchange relationship, it can increase employee job satisfaction and help organizations achieve their goals (Akgunduz & Sanli, 2017). Social exchange theories show that when employees feel their organization supports them through support for employee fairness in the workplace, support provided by superiors for subordinates, and support for employee welfare, it can contribute to high job satisfaction, thereby reducing the tendency of turnover intention (Cropanzano et al., 2017). The findings align with research conducted by Park et al. (2016), which states that the tendency of employees to turnover intention can be influenced by perceived organizational support; the greater the support obtained by employees from the organization, the lower the turnover intention in employees. Conversely, the less perceived organizational support, the greater the turnover intention (Paul & Hung, 2018).

4.4.2. The Effect of Organizational Commitment on Turnover Intention

The second hypothesis shows that organizational commitment negatively and significantly affects turnover intentions. This finding is supported by previous research, which states that low organizational commitment among employees increases employee turnover intention (Wombacher & Felfe, 2017). This can occur when individuals do not feel obligated to help the organization achieve its goals. When employees feel dissatisfied with their jobs, their contributions and welfare are not valued in the workplace (Rawashdeh & Tamimi, 2020). Therefore, organizations must improve practices that can increase employee loyalty and organizational commitment through affective and continuance commitment by maintaining good relationships between organizations and individuals, recognizing contributions, and paying attention to employee welfare through normative commitment by allowing employees to develop and make maximum contributions to their work (Labrague et al., 2018). When employees in an organization have high organizational commitment, this can impact employee loyalty to work, causing turnover intention to decrease (Guzeller & Celiker, 2020).

4.4.3. The Effect of Perceived Organizational Support on Job Satisfaction

The third hypothesis shows that job satisfaction can be positively and significantly influenced by perceived organizational support. This means that the higher the support employees obtain, the more satisfied they will feel. Based on the principle of job satisfaction, employees identify the level of organizational support they feel based on recognition of their contributions and the welfare they receive (Abdullahi et al., 2024). Therefore, job satisfaction can be identified through salaries that are paid on time and in accordance with the workload, through work by getting the opportunity to demonstrate abilities and get opportunities to develop themselves in completing work, satisfaction obtained through superiors, coworkers, and recognition of contributions (Tafolli & Hameli, 2024). Thus, when employees feel the support their organization provides, it may improve their job satisfaction (Liu et al., 2018). These findings align with those of Maan et al. (2020) and Thevanes and Saranraj (2018), who state that job satisfaction can be directly influenced by the organizational support that employees feel.

4.4.4. The Effect of Organizational Commitment on Job Satisfaction

The fourth hypothesis states that organizational commitment positively and significantly affects job satisfaction. This finding is in line with Babalola (2016), who stated that when employees feel part of the organization, there will be a greater desire and participation from employees to be willing to help the organization achieve its vision, mission, and objectives. Therefore, organizations must pay attention to employee welfare by recognizing and appreciating employee contributions and increasing employee job satisfaction regarding work, salary, and facilities received. Jawaad et al. (2019) research states that employees who get recognition from the organization feel job satisfaction that can increase loyalty and commitment to their organization. Therefore, the research findings are in line with Valaei and Rezaei (2016), who state that job satisfaction is positively influenced by organizational commitment. In other words, job satisfaction with work, facilities, colleagues, and the organization increases with employee organizational commitment.

4.4.5. The Effect of Job Satisfaction on Turnover Intention

The fifth hypothesis states that job satisfaction has a significant negative effect on turnover intention. Low satisfaction among employees results in a high desire to leave work (Puhakka et al., 2021). Conversely, high job satisfaction among employees lowers their turnover intention (Chen et al., 2019). Several factors affect job satisfaction, including motivational factors such as recognition, rewards, and promotion opportunities, and hygiene factors such as salary, working conditions, and interpersonal relationships in the workplace (Duan et al., 2019). When organizations can improve practices in meeting these two factors, employees will feel a positive reciprocal relationship and increase employee job satisfaction, which can eventually reduce employees' turnover intention. The results of this study are supported by Kumar et al. (2018), who showed that job satisfaction can negatively and significantly affect turnover intention.

4.4.6. The Effect of Perceived Organizational Support on Turnover Intention Mediated by Job Satisfaction

The sixth hypothesis proves that job satisfaction can mediate turnover intention by analyzing the effect of perceived organizational support. The relationship between individuals and organizations focuses on the principle of reciprocity (Ahmad et al., 2023). Perceived organizational support is a condition in which employees feel actively supported by the organization (Li et al., 2020). Research Zhang et al. (2024) shows that employees feel more fulfilled when they feel significant organizational support through recognition and appreciation, adequate work facilities, and attention to employee welfare. High job satisfaction tends to make employees stay longer at work and in organizations. Job satisfaction can be inferred as employees' positive feelings towards work and organizations, and high job satisfaction can strengthen the emotional connection between employees and organizations to reduce the tendency of turnover intention (Satardien et al., 2019). This shows that overcoming high turnover intention can be achieved directly by increasing perceived organizational support and indirectly by increasing job satisfaction (Paul & Hung, 2018).

4.4.7. The Effect of Organizational Commitment on Turnover Intention Mediated by Job Satisfaction

Hypothesis states that job satisfaction plays a mediating role in the relationship between organizational commitment and turnover intention. Chan and Ao (2019) show that high employee commitment is shown when it feels hard to leave the organization, indicating a lower chance of employees leaving it, looking for other alternative jobs outside the organization, and stopping working for the organization. Organizational commitment also shows high loyalty and emotional bonds between employees and the organization (Tarigan & Ariani, 2015). Research Lu et al. (2017) shows that job satisfaction is one of the factors that can significantly affect turnover intention, so the more satisfied employees are with their work, the smaller the possibility of employees carrying out turnover intention. Based on this, job satisfaction plays an intermediary role in analyzing the effect of organizational commitment on turnover intention (Alkhateri et al., 2018). This means that employees have value congruence with the organization, an emotional attachment to it and a willingness to exert significant participation to help it achieve its objectives. If an organization recognizes the contribution and cares about the welfare and job satisfaction of employees, it will reduce employee turnover (Azeez et al., 2016).

5. Conclusion

The findings of this study are that perceived organizational support and organizational commitment have a significant direct effect and a negative direction in influencing turnover intention. Perceived organizational support and commitment significantly and positively affect job satisfaction. Job satisfaction has a negative and significant impact on turnover intention. The findings also state that job satisfaction successfully mediates the effect of perceived organizational support on turnover intention and organizational commitment on turnover intention. The researcher concluded that the higher the perceived organizational support, the lower the employees' desire to think about leaving their jobs. The more satisfied employees are with the support provided by the organization through fair opportunities to demonstrate abilities, satisfaction with salary, coworkers, self-development, and a sense of achievement at work, the more organizational commitment contract employees have with the type of work of security guards and cleaning services, which in the end can decrease turnover intention in employees.

Given that turnover intention in this study only involves several factors such as perceived organizational support, organizational commitment, and job satisfaction, this study was conducted with a sample size focused on one company. The researcher suggested that future researchers add variables that might affect employee turnover intention, such as person-job fit variables, to determine the suitability of individuals with job demands. Furthermore, workplace stress variables were used to determine whether the tasks and jobs assigned can cause individuals to feel pressure at work. Future researchers should examine turnover intention in other companies with larger sample sizes.

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